

PROBATION DEPARTMENT

I. DEPARTMENT MISSION / PUBLIC BENEFIT STATEMENT

The mission of the Contra Costa County Probation Department is to serve and support the courts, victims of crimes, and the community.

As an integral part of the Justice system, the Probation Department improves community safety and protection by providing investigation services to the courts, supervision and enforcement of court orders, assistance and services to victims of crime, safe custodial care of juveniles, and intervention/delinquency prevention services to at-risk youth. The Department's coordinated efforts to deliver services effectively promote rehabilitation of adult and juvenile offenders, lower crime rates, and lower recidivism.

II. MAJOR PROGRAM DESCRIPTIONS

A. COURT SERVICES

The Probation Department provides state mandated court reports and recommendations to assist the adult and juvenile courts in making dispositional decisions. Probation Officers from investigation units in both the Adult and Juvenile Divisions are assigned as court officers, appearing in various Courts each day. Probation Officers also provide assistance and information to the Courts, serving as a liaison between the Probation Department and the Departments of the Unified Trial Courts of Contra Costa County. Four Probation Officers are assigned as court Probation Officers to the departments of the Superior Court located in Richmond, Walnut Creek, Pittsburg, Concord, and Martinez.

The Adult Division's felony investigation units, 18 Probation Officer positions (2.5 dedicated to the courts) managed by two supervisors, provided the Superior Court with over 5,837 reports last year, a 4% increase over 2001-02. These reports include fast track, pre-pleas for the Unified Trial Court System, pre-sentence reports, restitution reports, various supplemental reports, and Change-of-Plea / Section 17 PC reports. In all cases, numerous attempts are made to contact victims to obtain impact statements and determine financial loss or injury, and every victim of violent crime is appropriately referred to the Victim/Witness Program for assistance.

The Probation Department's two juvenile investigation units consist of 16.8 Probation Officers (5 dedicated solely as Court Officers) and 2 supervisors. Although neither unit was fully staffed during 2002, the two

units, one in San Pablo and the other in Martinez, prepared 946 original petition dispositional reports, fitness reports, and investigations of cases transferred in from other counties. Staffing reductions caused this 3% decrease from the previous year; however, each deputy still completes 10 to 12 major reports monthly and prepares 2.3 supplemental reviews each month.

BUDGET: \$6,940,819
FTE: 82.4

B. SUPERVISION

Probation supervises adult felons and certain misdemeanants, juvenile wards of the court, and juveniles placed on supervised Probation and informal Probation.

Adult Supervision

Currently, 34.5 officer positions are assigned to the Adult Division to supervise over 3,500 adults placed either on Probation or drug diversion. Over 1,215 felons convicted of violent offenses are actively supervised. Four deputies are computer-assisted to monitor caseloads of 1,650 felony offenders who have been convicted of less serious offenses, and have successfully completed at least six months of active supervision, or have had a deferred entry of judgment finding on a felony drug offense. High-risk felons are supervised by 8.5 deputy positions, with caseloads that range from 65 to 80 per deputy. The Adult Division Supervision Units submitted 5,019 reports, including reviews and supplemental reports, to the various Superior Courts.

Because of grant funding, the Adult Division continues to have a few specialized caseloads, including two officers who supervise drug manufacturing offenders and in coordination with police Narcotic Enforcement Teams, and one officer funded to supervise offenders convicted of the highest recidivism crime, auto theft. Caseloads for these Probation Officers range from 50 to 65.

The Domestic Violence Unit, one supervisor and eight Probation Officers, supervises felons and misdemeanants convicted of such offenses as terrorist threats, stalking, spousal rape, and spousal battery. Three of the positions in the unit continue to be grant funded by "Grants to Encourage Arrests" (terminating in October 2003) and "Probation Specialized Units Grant" (terminating in April 2004). Three other officers, a clerk, and the supervisor of the unit are funded through Zero Tolerance for Domestic Violence Funds allocated by the Board of Supervisors. The remaining two Probation Officers in the unit supervise 150 misdemeanants under the direction of the Domestic Violence Court. In addition to regular

supervision duties, six of the officers in the unit serve the County by certifying and monitoring batterer intervention programs. The unit currently supervises 363 perpetrators of domestic violence, representing an 8% increase over last year. All perpetrators supervised by this unit are required to enroll in and complete a 52-week batterers intervention program, and in all cases, victims are contacted and appropriate referrals are made to the Victim/Witness Program.

After the passage of Proposition 36 in November 2000, the Probation Department and the Health Services Department received state funding for implementing a unit to supervise and monitor felons and misdemeanants placed on Probation following convictions for drug possession offenses. This unit currently consists of eight Probation Officers and one supervisor. Two additional Probation Officer positions, with responsibility for supervising dual diagnosed offenders, have been approved as a result of unused state drug court funding, but have not yet been filled. Clients participate in treatment ranging from a 12-week outpatient program to placement in residential treatment facilities. This year, 635 Probationers were assigned to this unit. Each caseload of approximately 79 includes about 30 revoked cases with outstanding bench warrants. At the present time, there are four courts that conduct Proposition 36 calendars in Contra Costa County.

As a result of the Juvenile Justice Crime Prevention Act of 2000, the Probation Department maintains the Family Intervention in Substance Abuse Program, a unit consisting of five Probation Officers and one supervisor. Supervision and intervention services are provided for adult offenders who have substance abuse problems and who have children living in their home. The program goal is to reduce the need for out-of-home placements for children at risk because their parents are in the justice system due to substance abuse. Emphasis continues to be placed on the safety, education, and proper medical care for the children. The unit currently supervises 128 adult family members, with an average caseload size of 25. Approximately 243 children are currently receiving services as a result of this program.

Juvenile Division

During 2002, the Probation Department's Juvenile Division supervised 1,848 juveniles, an 8% decrease compared to 2001. Of this number, 116 were on informal Probation, 139 were on supervised Probation (W&I 725), 55 were on Deferred Entry of Judgment, and 1,334 were Wards of the Court. Deputies assigned to two general supervision units supervise minors who live with their families in local communities. At the close of this calendar year, 523 juveniles were assigned to 13 general supervision caseloads. This represents an average caseload size of 40, a 20%

increase over caseload sizes of the previous year. The Department continues to use a classification system to evaluate each minor in terms of risk to re-offend and the seriousness of social, psychological, health, and educational needs. After assessment, deputies attempt to assist each minor to meet the terms of Probation, improve adjustment in the community, and prevent out-of-home placement or future institutionalization. Attempts are made to collect restitution. Some wards pose a high risk to community safety; deputies work collaboratively with local police agencies to identify and monitor active gang members and those suspected of serious illegal behavior. Frequent searches for weapons, drugs, or other contraband are conducted.

The Probation Department continues to receive grant funding to maintain the High School Challenge Team Program and the Community Probation Program. The initial Challenge Team, funded through Challenge I, placed Probation Officers at nine high schools to provide supervision for juvenile offenders and early intervention for other at-risk youth. Schools with this program reduced truancy and delinquency, as well as improved school performance for youths served. JJCPA funding allowed the Probation Department to continue this program and to expand it to 15 middle schools throughout the County. Two supervisors and 18 Probation Officers remain assigned to these units, with the Probation Officers located on the school campuses to which they are assigned. Currently, 859 minors are supervised either as wards or on formal or informal Probation. Services have also been provided to 726 additional youth referred by school staff to Probation staff.

The Community Probation Program, consisting of one supervisor and eight Probation Officers, focuses on high-risk youth, at-risk youth, and chronic offenders. Officers have primary offices at police agencies throughout the County. They work non-traditional hours and collaborate with police personnel and community-based organizations to help prevent delinquent behavior. This unit currently supervises 259 minors, with an average caseload of 32.

The Probation Department's Challenge Grant II has provided day treatment centers at three locations throughout the County for girls on Probation and/or girls at risk of being placed outside their family homes. The Board of Corrections will end Challenge II on June 30, 2003. This project has been a collaborative effort of the Probation Department, Children's Mental Health, the County Office Of Education, and three community-based organizations. Three Probation Officers and one supervisor will be reassigned as of April 1, 2003.

Over the last calendar year, Juvenile Probation Officers processed a total of 6806 citations from law enforcement agencies. This number represents a 9% increase over the previous year.

BUDGET: \$6,713,251
FTE: 79.7

C. DETENTION/CORRECTIONAL INSTITUTIONS

1. Orin Allen Youth Rehabilitation Facility (OAYRF) – The Boys' Ranch has the capacity for 100 minors. Delinquent boys are committed at the Ranch by the Juvenile Court for either six or nine month programs. Each minor participates in treatment, individual counseling, work experience, and educational programs. The County Office of Education provides the educational services at the Ranch. Last year, 27 youths passed the GED exam during their Ranch program.

A variety of treatment components / activities are available to youths committed to the Boys' Ranch, including the Ace Drug and Alcohol Education Program, Gang Diversion Services, Impact of Crime on Victims Counseling Program, Senior Tutors for Youth, Boy Scouts of America, Alcoholics Anonymous, Narcotics Anonymous, SQUIRES Program (provided through San Quentin), Mental Health services, New Connections Substance Abuse assessments. Group assistance also includes grief and loss counseling groups, vocational training, anger management counseling, community service projects, participation in the Northern California Ranch Athletic League, and summertime sports programs by JFK University Sports Psychology Program. In addition, counseling groups for parents are available.

During 2002, the OAYRF operated at or very near capacity, serving 361 minors. Boys in the program often complete high school requirements; 194 (55%) graduated in 2002. Some youths detained in the facility during the past year left without authorization. Of 15 who left, 12 of these minors have been rearrested and returned to custody. The cost per day per minor detained at the Ranch was \$123.

The Ranch covers 50% of its cost with non-County funds; the cost per day per boy was \$123, operating at full but not exceeding capacity.

BUDGET: \$4,129,935
FTE: 49.0

2. Juvenile Hall – Juvenile Hall provides secure detention for juvenile offenders pending court hearings or out-of-home placement. These youths typically pose a serious risk to themselves or to the community. The 169 capacity of Juvenile Hall was never exceeded during 2002. The average length of stay in Juvenile Hall was 23 days, representing a decrease of 1.28 days for 2002. During the past year, 1,973 boys

(increase of 2.9%) and 423 girls (decrease of 6.8%) were detained. None of the minors detained in the Juvenile Hall last year left without authorization.

Juvenile Hall counselors and support staff provide safety, security, and basic needs of the residents. Medical, mental health, and spiritual/counseling services are also provided, and all residents participate in an educational program operated by the County Office of Education. Last year, 15 residents of the Juvenile Hall passed the GED exam while detained in the facility.

The Juvenile Hall facility passed all inspections based on applicable regulations and standards. All Juvenile Hall staff received required training during the year, except those on medical leave.

The 2002 cost to operate Juvenile Hall per day per minor detained was \$170. The Juvenile Hall budget leveraged 40% from non-County money.

BUDGET: \$9,153,284
FTE: 108.6

3. Edgar Transition Center – The Edgar Transition Center Program, now in its third year, operates under the administration of the OAYRF to provide transitional services to minors earning early release from the Ranch. This program provides day treatment, transportation, intensive supervision, community service work, and employment development opportunities for up to 20 minors. Last year, the Center provided services to an average monthly population of 14 youths, and the average length of participation in the program was 30 days. The Center also provides a comprehensive school program with one full time teacher furnished by the County Office of Education. Probation staff assigned to this program include one Institutional Supervisor and three Probation Counselors. Originally funded by the Safe Futures Grant, the Transition Center is now funded entirely by JJCPA of 2000.

BUDGET: \$337,138
FTE: 4

4. Summit Center – The Summit Program, a twenty-bed residential treatment facility for boys, is a collaborative effort of the Probation Department, Mental Health, and the County Office of Education. It is located near the Juvenile Hall complex in Martinez, and is funded through JJCPA 2000, Medi-Cal, and County General Fund money. Residents are minors who are ordered into out-of-home placement by the Courts. Their treatment issues require intensive mental health services, and their treatment plans, formulated by a therapist, Probation Officer, teacher, and Probation Counselors, include individual, group, and family therapy as well as involvement in an educational program. Upon graduation from the

program, minors and their families are involved in after-care and wrap-around services for about one year.

The average length of stay in the Summit Program is one year, with an average monthly population of 18 boys. The placement of minors in this program at a cost of approximately \$757,978 per year continues to provide significant savings to Contra Costa County since these minors would otherwise have been placed in costly private treatment facilities located throughout the state with a cost of approximately \$1,032,102 for the year.

Probation staff assigned to the Summit Program include one Institutional Supervisor, 7.6 Probation Counselors, and one Probation Officer.

BUDGET: \$758,559

FTE: 9

5. Chris Adams Girls' Center – The Chris Adams Girls' Center is a twenty bed treatment facility that provides 24 hour care and intensive day treatment services for seriously emotionally disturbed girls. Located near the Juvenile Hall, it is a collaborative effort operated by the Probation Department, Mental Health, and the County Office of Education. Tony LaRussa's Animal Rescue Foundation provides support for an animal recovery program for dogs and cats carried out by the girls. Funding for the program continues to be provided by the State AB 3015 contract, Medi-cal funds, and County general funds.

The goal of the Chris Adams Center is to reunify the girls with their families and return them to the community. During the past year, the average length of stay in the program was nine months, and the average monthly population of the program was 16 girls. The placement of girls in this program at a cost of \$783,578 per year continues to provide significant savings to Contra Costa County and the Probation Department since all of the girls in this program have been ordered into out-of-home placement, and otherwise would have been placed in costly residential treatment facilities located throughout the state with a cost of \$1,032,102 for the year.

Probation provides eight counselors, one supervisor, and a Probation Officer for the Chris Adams Program. Other program staff include a director and seven clinical specialists from Mental Health, and a teacher from the County Office of Education.

BUDGET: \$758,559

FTE: 9

D. ALTERNATIVES TO DETENTION

The Juvenile Electronic Monitoring/Home Supervision Program diverts juveniles from the high cost of Juvenile Hall (\$187 per day) back into the community under close monitoring by Probation staff. The number of minors on Electronic Monitoring now averages 102 per day (at \$66/day), and minors on Home Supervision average 40 per day. During the first seven months of this fiscal year, the combined JEM/HS Program has serviced 1081 minors, representing an approximate 43% increase from the same period last year. One Institutional Supervisor, thirteen full-time counselors, and two half-time counselors are assigned to this program.

The Juvenile Community Service Program is a program requiring offenders to accept personal responsibility for their delinquent behavior by providing them the opportunity to contribute to the local community through unpaid weekend work. Juveniles are closely supervised by Probation Counselors in this program, and are provided the opportunity to learn good work habits, working cooperatively with others, and accepting supervision and authority. Work is performed for government agencies throughout the County, and typical tasks include park maintenance, creek cleanup, graffiti removal, trail construction, curb and gutter work, and cutting firebreaks. A second program component monitors minors who are required to volunteer for non-profit community agencies. During the past year, 760 minors participated in the weekend work program, and 370 minors performed a total of 10,226 hours of volunteer community work.

Placement Diversion staff work closely with seriously dysfunctional minors who are in imminent risk of out-of-home placement. Supervision teams, consisting of one Probation Officer and one Probation Counselor, work together to strengthen the minors and their families, to improve overall adjustment at home and in the community, and to enhance performance/attendance at school. This unit also provides intensive supervision to those minors who have completed residential treatment programs and have returned home. The Placement Diversion Unit consists of five Probation Officers, five Probation Counselors, and one supervisor. Caseload sizes average 21 minors. The intensive supervision services provided by this unit contributes significant savings to Contra Costa County and the Probation Department as almost all of the minors supervised would normally have required out-of-home placement.

Probation placement staff work with minors who have been ordered into out-of-home placement by the Court. These minors typically have severe delinquent behavior, emotional/psychiatric dysfunction, or out-of-control substance abuse that cannot be treated while they remain with their family in the community. One supervisor, eight Probation Officers, and one Probation Counselor are assigned to this unit. Caseload sizes average 25 minors, and at any given time, some of the minors on these caseloads are

in juvenile hall awaiting placement, some have returned home, and others are on Bench Warrant/AWOL status.

BUDGET: \$6,610,489 – Out-of-Home Placements
 \$842,844 – Staff Services
FTE: 47.7

E. DELINQUENCY PREVENTION

The Probation Department operates both school and community based programs that focus on delinquency prevention.

The High School and Middle School Challenge Team Program (also mentioned in the supervision section of this report) places Probation Officers at designated high school and middle school campuses throughout the County. By having their primary offices at these school sites, Probation Officers can provide intensive supervision services to minors on probation as well as preventative services to other youths identified by school staff as being at risk. The initial grant project demonstrated the effectiveness of the presence of Probation Officers on campuses in reducing delinquent offenses, providing for higher successful completion of probation and restitution requirements, and in improving students' attendance and performance. With the expansion of this program to middle schools, Probation Officers can have a much greater impact on younger at-risk youth experiencing problems.

The Probation Department is a partner in the Service Integration Teams. Along with the County Administrator's Office, the Health Services Department, the Employment and Human Services Department, and a number of community based organizations, the Probation Officers in these two assignments work with youth on probation and with younger siblings who are at risk of becoming involved in the justice system.

The Juvenile Drug Court has been in operation for three years in West County, and has recently been expanded to serve East County. A Probation Officer is assigned to each of these courts, and the focus is on those minors who have a serious substance abuse problem, but who do not have violent offenses in their record of criminal behavior. Minors receive intensive drug and alcohol counseling as well as mental health services, normally for a period of about one year. In West County, a monthly average of 25 minors participate in this program, and, during the past year, 12 youths successfully completed the program. The East County Drug Court currently has 12 minors participating, with none in the program long enough to reach completion.

One Probation Officer works cooperatively with the County day school campuses with youths who are not on active probation. The focus of this

position is to reduce truancy among the alternative education population, and reduce the risk of further involvement on their part in the criminal justice system.

BUDGET: \$3,063,737
FTE: 36.4

F. VICTIM/WITNESS ASSISTANCE

The Victim/Witness Program provides a range of services, including crisis intervention, resource and referral counseling, personal orientation to the criminal justice system, court assistance and support, and assistance in filing for benefits through the Victim's Compensation Fund. Probation staff assigned to this unit include one manager and five Probation Officers. During the past year, services were provided to 2615 new crime victims, an increase of 54% over the previous year. In addition, approximately \$2,369,960 was paid to crime victims in Contra Costa County to people represented by the Victim/Witness Program, a decrease of \$1,085,200 from the previous year. The decrease occurred because less State money was available for victim compensation and new rules restricted and limited compensation for mental health relocation.

BUDGET: \$1,011,413
FTE: 12

G. VOLUNTEERS IN PROBATION

The Volunteers in Probation Program attempts to meet the unfunded needs of Probation by assisting the Department and individual officers through working with and mentoring youth on probation. Approximately 66 volunteers/mentors are currently involved in this program, and during the past year, over 2427 hours of volunteer service were provided. One Probation Officer, funded through JJCPA, is assigned to this program and functions as the Director.

BUDGET: \$84,284
FTE: 1

H. ADMINISTRATION/SUPPORT SERVICES

This division provides executive direction for all operations, as well as financial, personnel, and information systems management. Managers network with the statewide probation community, the local law enforcement community, and other County departments in an effort to identify and develop ways to improve services and maximize the use of available resources.

BUDGET: \$1,238,980
FTE: 14.7

I. DEPARTMENT DATA

BUDGET: \$38,206,109

FTE: 453.3

CLASS	ALLOCATED POSITIONS*
Deputy Probation Officers	167
Probation Counselors	148
Clerical Personnel	65
First Line Supervisors	36
Managers	19
Support/Specialist Personnel	27
TOTAL	462 (456.8 FTE)
	(32 vacancies)
* Based on Dept. Budget Report February, 2003	

EMPLOYEE PROFILE**				
	Male	Female	Total	Percent
Caucasian	107	133	240	56%
African/American	64	46	110	25.6%
Hispanic/Latino	29	25	54	12.6%
Pacific Is/Asian	4	5	9	2.1%
Filipino	8	5	13	3%
Native American	3	0	3	.7%
TOTAL	215	214	429	100%
Percent	50.1%	49.9%		
**Based on County Work Force Survey Dec. 31, 2002				

III. DEPARTMENT ACCOMPLISHMENTS

A. COURT SERVICES

1. Established a juvenile drug court in East County in collaboration with the Court, Mental Health, the Public Defender's Office, the District Attorney's Office, and community providers,.
2. In spite of a number of vacant positions in both of the Juvenile Investigation Units throughout the year, investigation and supplemental reports were completed and delivered to the Courts, to the Office of the District Attorney, to the Public Defender's Office, and to private attorneys in a timely and efficient fashion.
3. Installed California Law Enforcement Telecommunication System access in the East County Probation Office.

B. SUPERVISION

1. Reduced the numbers of minors in out-of-home placement to a monthly average of 105 for 2002; during June, 2002, the number dropped to 92, the lowest placement level ever achieved. More intensive local Probation supervision in the Placement Diversion Unit, closer general supervision, and Probation staff assigned to school campuses helped drop the number and cost of out-of-home placements. Community treatment options (Summit and Chris Adams programs) and the availability of other programs like the drug court also helped keep juveniles out of placement. For purposes of comparison, the average number of minors in out-of-home placement for 2001 was 124, and for 2000 was 127. Probation continues to use a multi-agency team process for screening minors for need and appropriateness for residential treatment.
2. Probation achieved 100% compliance in areas of monthly contacts with minors, health and educational documentation, and physical and dental examinations during a compliance review of out-of-home placement cases conducted by the State of California Dept of Social Services.
3. Developed a new case plan document reflecting all required elements for out-of-home placement; obtained State approval of the new document; and, subsequently, conducted formal training for all Juvenile Division staff in the proper completion of the form. The form insures compliance with all State and Federal regulations regarding out-of-home placement for minors and thus maintain eligibility for all available state and federal funding.

4. Conducted Probation and warrant searches resulting in confiscation of nine firearms, one case (one thousand rounds) of assault rifle ammunition, various amounts of other ammunition, and various amounts of marijuana and methamphetamine. Probation and warrant searches are coordinated with local West Contra Costa County police agencies and a variety of State and Federal agencies.
5. Collected a total of \$81,191 in SSI revenue for minors qualifying for SSI benefits to offset the cost of out-of-home placement, by working through a private vendor.
6. Purchased a new screening product to be used throughout the Department to test adults and juveniles for drug use; conducted formal training for all Department staff in the use of the new product.
7. Purchased 11 Alco Sensor breathalyzers and trained Juvenile Hall, Home Supervision, and field probation and counselor staff in the proper use of the devices.
8. Continued the Batterer's Intervention Education Program, established in April 2001, at the Main Detention Facility and the West County Detention Facility with on-going groups meeting weekly. During 2002, a total 738 inmates, 514 men and 187 women, participated in this program at the West County Detention Facility, and 19 men and 18 women participated at the Main Detention Facility. Efforts are currently underway to add four more providers to the one presently offering these services, each teaching a different component of the course.
9. Collected a total of \$82,255 in restitution from minors supervised by various units of the Juvenile Division of the Probation Department. This sum represents a 17% increase from the previous year.
10. Continued the assignment of two deputy Probation Officers, funded partially by grant money, to two Countywide Narcotic Enforcement Teams targeting mid-to-upper level narcotic offenders and drug trafficking organizations. During the past year, the West Net was involved in the arrest of a major distributor of ecstasy and the confiscation of over 6,000 pills as well as the dismantling of several methamphetamine labs. Currently, a major heroin distributor in the West County area is being investigated and monitored by West Net.

11. Cosponsored a joint effort between Bay Area and Central Valley Probation Departments in a three day Domestic Violence Training Program held in Fresno during July. Topics included certification of Batterer Treatment Programs, elder abuse, stalking, search and seizure, victim issues, protective orders, prevention of domestic violence, and sustainability of domestic violence roundtables. A total of 12 Department staff participated in this training.
12. In a joint effort with the US Department of Justice Center for Sex Offender Management, coordinated and presented a two-day training seminar in Martinez on enhancing public safety by preventing further victimization through improving the management of sex offenders in the community. Twelve Department staff participated in this training seminar along with numerous staff from other allied agencies and Departments.
13. Upgraded IT systems with major time savings for staff; upgraded CAPS Unit Access Data Base from Access 97n to Access 2000; moved the Placement Unit Database from local computers to Network, allowing access to information by all Placement Units and support staff, and providing daily backup in case of system failure; and developed and installed equipment to print East County Juvenile petitions and warrants locally via the Wide Area Network, enabling staff to print packets in that office, and eliminating travel to Martinez to obtain reports.

C. DETENTION/CORRECTIONAL INSTITUTIONS

1. The Edgar Transition Center provided aftercare services to 134 minors during the past year. These minors successfully completed their OAYRF commitment, and were allowed to return home two weeks early with the agreement that they participate in the comprehensive aftercare services Transitional Center program for a six-week period.
2. During the past year, a total of 15 minors obtained their GED while detained in Juvenile Hall.
3. The Orin Allen Youth Rehabilitation Facility provided education/treatment/rehabilitation services to 361 minors committed by the Juvenile Court. During the past year, 27 minors obtained their GED while serving a commitment at the OAYRF.
4. The Orin Allen Youth Rehabilitation Facility administration and staff developed a new incentive based point grading system for youths serving a commitment at the facility.

5. Constructed a new softball field at the Orin Allen Youth Rehabilitation Facility.
6. The parole period following completion of OAYRF commitments was extended from 45 to 90 days in an effort to improve transition and provide extended monitoring/ supervision of minors who have completed OAYRF programs and have returned to their communities,.
7. Removed Home Supervision ankle tracking system from local computers and added the system to the Department server, thus decreasing access time for HS staff, and improving access for support since it is now managed over the network at the 50 Douglas Drive office.

D. VICTIM SERVICES

1. Assigned a Victim Advocate to the Pittsburg Probation office to better serve victims who reside in East Contra Costa County.

E. ADMINISTRATION/SUPPORT SERVICES

1. In the area of Training and Staff Development, the Department achieved program compliance status with the State of California Board of Corrections Standards and Training for Corrections Program for the 2001-2002 fiscal year.
2. Upgraded the network to Windows 2000 and implemented Active Directory, thus allowing for centralized desktop administration.
3. Upgraded used personal computers obtained from Dept. of Child Support Services and installed them in various worksites, replacing existing computers with a better product.
4. Completed installation of Virtual Private Network allowing remaining DPO remote job sites at schools and police departments to access the departmental network and mainframe services from the Department of Information Technology.
5. Installed 10/100 MB fiber optic media converters between the Department of Information Technology and 50 Douglas Drive office.
6. Dismantled and removed outdated IBM and ITT terminals from all departmental sites.
7. Built a new computer room with separate air conditioning at 50 Douglas Drive and relocated the department's main server to this location.

8. Set up departmental documents so that they can be shared throughout the department network, allowing sites to communicate without using telephone, faxes, or diskettes.
9. Discontinued use of the Novell Server and upgraded to a Compac Server, allowing the Department to utilize newer technology.
10. Automated backups for off-site storage of computer information as a disaster recovery plan, preventing loss in case of fire within the building.
11. Installed personal computers in all interview rooms at San Pablo and Martinez offices for use by Probation Officers during interviews.

IV. DEPARTMENT CHALLENGES

A. INTERNAL TO DEPARTMENT

1. The need for succession planning in order to maintain standards of excellence and effectively transfer a tremendous amount of experience and institutional knowledge continues to be a challenge since many of the department's middle to upper management staff will retire within the next 3 to 4 years.
2. Staffing and training issues will occur with the opening of the new Juvenile Hall facility, anticipated to be sometime during late 2003 or early 2004.

B. INTERNAL TO COUNTY OPERATION

1. The resources allocated to the Probation Department continue to be insufficient to allow development and expansion of the kinds of adult programs and services that insure public safety and have been found to be effective, beneficial, and rehabilitative to offenders, including, but not limited to, collaborative efforts with other agencies and County Departments.
2. Implementation of the new Synovation case management system will require extensive training of all Department staff. With the anticipated budget cuts, the challenge will be to finalize the purchase of the system, expedite its installation, and subsequently train staff as quickly as possible to maximize the benefits of the increased productivity and efficiency the system provides at a time when there will be fewer staff in the Department. It is hoped that the impact of budget cuts will be minimized through the implementation of this system.

C. EXTERNAL TO COUNTY OPERATION

1. The Department continues to experience problems recruiting qualified peace officer candidates to fill openings.
2. Costs for training mandated by the Board of Corrections for peace officer personnel have always far exceeded subvention funds provided by the Board of Corrections to meet these needs. The governor's current proposal to eliminate subvention funding entirely would have a severe impact on the Department's ability to provide an adequate level of training, and would result in an inability to provide the same level of training as in the past as well as the need for the allocation of additional Department funds to cover the cost of training. During the last fiscal year, BOC funding paid for 58% of the amount spent by the Probation Department for training, including replacement costs, per diem, and tuition costs for classes. The elimination of this funding source coupled with any further budget cuts by the County would be devastating to the Department's training program.
3. Having been successful in securing grant funding during the past few years to develop effective programs to address specific societal issues, the challenge now is to be able to develop resources to maintain these programs in times of increasing budget constraints.
4. Developing effective adult supervision/childhood intervention programs to address the parental/family dysfunction that typically results in poor school adjustment, truancy, substance abuse, violence, and delinquency among youth remains a challenge.

V. PERFORMANCE INDICATORS

A. COURT SERVICES

1. The Adult felony investigation units prepared over 4240 reports for the Superior Court during the first three quarters of the current fiscal year. All of these reports were prepared and delivered on time because the Department was able to maintain full staffing in these units throughout the year and all personnel have personal computers to use in the preparation of their reports, with the result that court calendars were expedited and unnecessary delays and additional hearings were avoided.
2. The Adult Supervision Units prepared over 3850 reports for the Superior Courts during the first three quarters of this fiscal year. These reports updated the Courts regarding the performance of

individuals placed on probation or diversion, or provided notice of a violation of probation.

3. The Juvenile Division prepared 1328 reports during the first three quarters of the current fiscal year. These reports were also prepared and delivered on time to the Court and other allied agencies and private attorneys, in spite of a number of vacancies in the investigation units, due in part to the experienced staff in these assignments as well as to creative reassigning, with the result that court calendars were expedited, unnecessary delays and additional hearings were avoided, and minors spent less time in custody.

B. SUPERVISION

1. As a result of more intensive supervision of minors at the local level by Probation Placement Diversion staff, closer supervision of minors by general supervision units and probation staff assigned to middle and high schools, as well as the use of community based treatment facilities, the Probation Department was able to reduce the number of minors in costly out-of-home placement facilities to an all time low of 92 during one month during 2002, and to a monthly average of 105 throughout 2002. This decline in numbers results in a significant savings to the Probation Department and to the County both in terms of costs and in view of the savings in staff time and travel costs that would have otherwise been spent in mandated visiting of minors in treatment programs located throughout the state.
2. Through the joint efforts of the various adult units of the Probation Department and the Court Collections Unit, a total of \$971,253 was collected in restitution, fines, and fees on formal probation cases in 2002. This contrasts with \$127,356 in restitution fines and fees collected during the same time period from those placed on unsupervised felony court probation. In addition, again through the joint efforts of the adult probation units and the Court Collections Unit, \$55, 889 was collected in felony diversion fees during 2002.

C. DETENTION/CORRECTIONAL INSTITUTIONS

1. As a result of the Edgar Transition Center Program that allows minors to return home from the OAYRF two weeks early with the agreement that they participate in the aftercare services program for a six week period, space is more readily available in the OAYRF so that minors can move more quickly from the Juvenile Hall, with the result that the overall population of the Juvenile Hall was lowered and the Hall did not operate at any time in excess of its capacity throughout 2002.

D. DELINQUENCY PREVENTION

1. **Outcome:** With the East County Juvenile Drug Court now in operation, intensive outpatient substance abuse treatment services will be provided to minors residing in this area of the County.

Indicator or Benchmark: In collaboration with Mental Health, PD, DA, and community providers, insure that 9 participants in the East County Juvenile Drug Court graduate from the program during 2003, the program's first full year of operation. The performance measure is to track numbers of participants successfully completing the program.

2. **Outcome:** Continue to provide a variety of intensive services to families and children of adult offenders supervised by the Family Substance Abuse Intervention Unit.

Indicator or Benchmark: Insure that the long term quality of life and adjustment in the community of the families and children receiving services improves as a result of the intervention and creative treatment services provided by this unit of the Probation Department. Studies have shown that very early intervention in the lives of children can have a positive impact on their later adjustment. Accordingly, children of the families supervised by this unit will be monitored to determine the number later removed from the home as a result of delinquency or dependency status. While a long-term longitudinal study will be necessary to effectively track all outcome variables for the youngest children, some variables will be tracked and evaluated by the program evaluation being conducted by a consultant.

3. **Outcome:** Continue to improve school attendance and performance and decrease delinquency of targeted youth.

Indicator or Benchmark: The initial Challenge I program demonstrated that assigning Probation Officers to high school campuses reduced truancy and delinquency, and assisted juvenile offenders and other at risk youth on those campuses to be more successful in their academic endeavors. This program has been continued and expanded to several middle schools throughout the County and the number of minors actively supervised as well as the number of at-risk youth who have received services continues to increase. The outcome variables, including reduced truancy and delinquency and an improvement in academic performance, continue to be tracked and evaluated by an outside consultant.

Amount Budgeted for:

1. Training: \$73,900 - Department Training Budget
\$197,350 – STC Subvention
2. Technology: \$1,239,000

WORKLOAD INDICATORS				
ADULT DIVISION	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Felony Investigation Unit Reports for Superior Court	5000	5414	5724	5837
Restitution, fines, fees collected	\$335,248	\$629,701	\$758,244	\$971,253
Victim/Witness Program	1344	1612	1701	2615
Assistance to Victims				
JUVENILE DIVISION	1999	2000	2001	2002
Dispositional Reports	1280	1000	978	946
Commitments to OAYRF	425	422	365	361
Juveniles Supervised	2118	1947	2013	1848
Restitution Collected		\$70,398	\$82,255	
Placements – Chris Adams	n/a	40	31	36
Placements – Summit	25	31	24	23

OUTCOME INDICATORS:					
	1998	1999	2000	2001	2002
Monthly average of minors in out-of-home placement	287	136	118	115	105
Juvenile Drug Court: Average monthly participants/ graduates per year					
West CC County:			22 / 9	22 / 9	25 / 12
East CC County:					12 / na
		FY 98-99	FY 99-00	FY 00-01	FY 01-02
VW Restitution claims processed		\$1,700,000	\$3,019,491	\$3,455,160	\$2,369,960

CONTRA COSTA COUNTY PROBATION DEPARTMENT MANAGEMENT ORGANIZATION CHART



